

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Cardinal Glass

#### Oklahoma Manufacturing Alliance

#### Cardinal Glass Introduces New Safety Culture

##### Client Profile:

Cardinal Glass is largest producer of insulated glass units for the residential market in the U.S. The company makes 100 percent of the residential glass for Pella, Anderson and other large wood window manufacturers in the midwest. The Durant, Oklahoma facility currently employs 238 people. Durant is the only Cardinal plant that has both "float glass" production and "tempered glass" production in one building.

##### Situation:

Company leaders at the Cardinal Glass plant in Durant were concerned because of what they felt were too many recordable accidents. Supervisors attributed it to a lack of attention to surroundings. At the end of 2008, there were 21 recordable accidents in the Durant plant. To help find a solution, Cardinal Glass called on Kay Watson, a manufacturing extension agent with the Oklahoma Manufacturing Alliance (The Alliance), a NIST-MEP network affiliate. Cardinal Glass had worked with Watson on other projects and knew she could provide the resources to remedy the situation.

##### Solution:

The Alliance provided safety training for Cardinal Glass through its partner Kiamichi Technology Center and its industrial coordinator, Bryan Hallmark. Cardinal Glass then selected a local private consultant to implement a "safety culture" program. The first step in the program took place with every employee filling out a detailed survey regarding the state of safety in the plant. One question on the survey was, "What can we do to make Cardinal Durant a safer place to work?" Results of the survey showed that employees wanted fair and consistent training, better communication; and improved forklift training. Cardinal Glass developed committees to address all three areas. First, Watson introduced Cardinal Glass to a Training Within Industry (TWI) professional and that program was adopted as the communication training for every lead person, supervisor and trainer. Second, Watson helped Cardinal improve the way information was disseminated to all employees via TVs in every break room with current company info on a loop and the production of a printed piece, "In the Know." Third, Cardinal improved forklift training through hands-on and classroom instruction, as well as a preparation checklist. As a result of The Alliance's assistance, more than 80 percent of the workforce agreed that the training was successful and 80 percent agreed that management was actively addressing its safety concerns. In addition, managers now have a 'safety' wish list that committees will work to implement. Overall, it has created a real, positive change in employee attitude.

##### Results:

- \* Reduced accidents by 50 percent.
- \* Reduced employee turnover by more than two-thirds.

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- \* Increased employee satisfaction.
- \* Created a safer work environment.

**Testimonial:**

"The Oklahoma Manufacturing Alliance has been a big help by making us aware of programs and opportunities that assisted in our efforts to improve production and employee performance."

Larry Peck, Manager, Human Resources